

The Influence of Organizational Culture, Leadership, Human Resource Quality, and Job Satisfaction on Employee Performance at PT Midi Utama Indonesia Tbk Samarinda Branch

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ABSTRACT: This study aims to analyze the influence of organizational culture, leadership, and human resource quality on employee performance through job satisfaction as an intervening variable at PT Midi Utama Indonesia Tbk Samarinda Branch. The research employs a quantitative approach using primary data collected through questionnaires distributed to all employees, with a total of 130 respondents. The data were analyzed using the Structural Equation Modeling Partial Least Squares (SEM-PLS) method. The findings reveal that human resource quality significantly impacts both job satisfaction and employee performance, while organizational culture and leadership do not show a direct significant impact. However, job satisfaction strongly influences employee performance, highlighting its critical role in improving productivity. These results suggest that PT Midi Utama Indonesia Tbk Samarinda Branch should prioritize initiatives to enhance job satisfaction and human resource quality to achieve better organizational outcomes.

KEY WORD: organizational culture, leadership, human resource quality, job satisfaction, employee performance.

Date of Submission: 05-11-2025

Date of acceptance: 15-11-2025

I. INTRODUCTION

Human resources (HR) are the most vital assets of an organization because its success is not only determined by technological advances or financial capital but primarily by the quality of individuals who carry out business processes. High-quality human resources encompass a combination of technical expertise, knowledge, character, and work attitudes that align with organizational needs (Dessler, 2020). In the era of globalization and digital transformation, external challenges such as economic disruption and intense market competition demand organizations to possess adaptive, competent, and innovative workforces. Therefore, HR management strategies must include targeted recruitment, ongoing training, career development, and reward systems that can maximize employee potential. Empowered and appreciated employees tend to show loyalty and actively contribute to achieving strategic objectives. High motivation, a sense of belonging, and emotional engagement in their work will naturally emerge when organizations successfully create a supportive and conducive work environment.

Employee performance is one of the key indicators of an organization's success in managing its human capital. Performance is assessed not only based on quantitative output but also in terms of work quality, contributions to teams, individual initiatives, and professional behavior in completing tasks (Robbins & Judge, 2020; Schermerhorn, 2019). Optimal performance results from the synergy between individual capabilities, supportive leadership, healthy organizational culture, and adequate job satisfaction. These factors interact and reinforce one another to foster productive and collaborative work behavior. When employees feel comfortable, valued, and have space to grow, they are more likely to be motivated to deliver their best performance. Organizations that manage these elements harmoniously will find it easier to achieve competitive advantages and ensure long-term business sustainability.

Organizational culture serves as the foundation for shaping norms, values, and workplace behavior that align with company goals. A strong culture fosters a shared identity, strengthens loyalty, and promotes consistent behavior across all individuals within the organization (Cameron & Quinn, 2021). Meanwhile, leadership is a driving force that directs employees to contribute optimally. Effective leadership, particularly transformational leadership, offers inspiration, emotional support, and a clear vision to subordinates (Bass & Riggio, 2020). In a dynamic work environment, responsive and communicative leaders create harmonious working relationships and improve job satisfaction. Furthermore, the quality of human resources plays a fundamental role in achieving superior performance. Employees with the right knowledge and skills are more

prepared to meet work demands, adapt to changes, and overcome organizational challenges. At the same time, high job satisfaction acts as a motivator and is essential for long-term commitment and performance.

PT Midi Utama Indonesia Tbk Samarinda Branch, as part of a nationwide retail network, faces challenges in implementing organizational values consistently and effectively. Although the company has defined core values such as collaboration and excellent customer service, differences in employee perception often hinder the creation of a consistent organizational culture. Some employees may not fully understand or apply these values, leading to a disconnect between policies and actual practices. At the leadership level, unclear directions and poor communication have negatively impacted employee motivation and performance. HR quality disparities—ranging from variations in skill levels to a lack of ongoing training—further impede operational efficiency and productivity. Additionally, job satisfaction issues, including heavy workloads, lack of recognition, and limited career development opportunities, have weakened employee morale, loyalty, and output. Addressing these issues through targeted strategies in cultural reinforcement, leadership improvement, and HR development is critical to enhancing performance and ensuring business sustainability.

Previous empirical research supports the significance of integrating organizational culture, leadership, HR quality, and job satisfaction to improve employee performance. Studies by Tsai (2021) and Gómez et al. (2024) demonstrate that cultures promoting innovation and employee well-being are positively correlated with job satisfaction. Research by Eliyana et al. (2019) and Donkor et al. (2021) confirms that communicative and participative leadership styles contribute to greater commitment and performance. Similarly, Smith & Johnson (2021) and Chen & Wang (2020) highlight the importance of competent HR in driving productivity and satisfaction. However, these effects are highly contextual, indicating a need for specific analysis at PT Midi Utama Indonesia Tbk Samarinda Branch to better understand how these variables influence performance and satisfaction at the operational level.

Based on the background, this study formulates ten key research questions to explore the relationship between organizational culture, leadership, and human resource quality on job satisfaction and employee performance. These questions examine whether organizational culture, leadership, and HR quality significantly influence job satisfaction and employee performance directly, and whether job satisfaction mediates the relationships between those three independent variables and employee performance. The formulation of these questions aims to provide a comprehensive understanding of the contributing factors to performance improvements at PT Midi Utama Indonesia Tbk Samarinda Branch.

The objectives of this study are to test and analyze the influence of organizational culture, leadership, and human resource quality on job satisfaction and employee performance. This research also aims to investigate the mediating role of job satisfaction in the relationship between these independent variables and performance outcomes. By conducting this study, a deeper insight is expected to be gained regarding the mechanisms within the work environment of PT Midi Utama Indonesia Tbk Samarinda Branch. The findings are anticipated to provide a strategic foundation for management in enhancing organizational culture, improving leadership effectiveness, and developing HR systems that promote a productive and satisfying workplace for all employees.

II. LITERATURE REVIEW

Organizational Culture and Job Satisfaction

Various studies have shown the relationship between organizational culture and job satisfaction with significant and insignificant outcomes. Tsai's research (2021) reveals that a strong organizational culture is positively related to employee job satisfaction. These results are reinforced by Daniel's (2019) research which concludes that innovation and collaboration in organizational culture make a significant contribution to employee well-being. Al-Sada et al. (2017) also found that an inclusive organizational culture can increase employee commitment, job satisfaction, and reduce turnover rates.

Gómez et al. (2024) explain that an organizational culture that supports innovation significantly increases job satisfaction. Lee & Chen (2023) found similar results where an organizational culture that prioritizes employee well-being has a positive impact on job satisfaction. Research by Martins & Terblanche (2022) explains that an organizational culture that encourages creativity and innovation also significantly increases employee work motivation. Meanwhile, research by Khan et al. (2021) shows that a fair organizational culture has a significant influence on employee retention.

Similar results were also found by Smith & Lewis (2020) who concluded that flexible and adaptive organizational cultures contribute to increased job satisfaction. Johnson & Phillips (2019) in their meta-analytical review confirmed that a learning-oriented organizational culture increases employee loyalty through job satisfaction. Research by Miller & Lee (2018) also states that rewards in organizations play an important role in increasing job satisfaction.

Some studies show different results. Lund (2023) explains that certain elements of organizational culture do not show a significant relationship with job satisfaction, especially in hierarchical organizations. Chi et al. (2018) mentioned that in non-profit organizations, organizational culture often has a weak influence on job satisfaction. Berger et al. (2014) reveal that external pressures reduce the role of organizational culture in determining job satisfaction. Research by Indiya et al. (2018) also shows that individual factors have a greater influence than organizational culture in some cases. Liu et al. (2021) note that in highly hierarchical organizations, organizational culture is less relevant to job satisfaction.

H1: Organizational culture has a positive and significant influence on the job satisfaction of civil servant employees at PT Midi Utama Indonesia Tbk Samarinda Branch.

Leadership to Job Satisfaction

The relationship between leadership and job satisfaction has been the subject of intensive study in the last decade. Eliyana et al. (2019) show that transformational leadership has a significant positive impact on job satisfaction through increased employee motivation. Donkor et al. (2021) also revealed that participatory leadership increases organizational commitment, leading to higher job satisfaction. Deschamps et al. (2016) explain that organizational fairness mediated by transformational leadership has a significant positive impact on job satisfaction.

Osei et al. (2019) found that authentic leadership improves job satisfaction by building trust and strong interpersonal relationships. Research by Hadi & Tentama (2020) shows that empowering leadership significantly increases job satisfaction. Zaman et al. (2022) in their study in educational organizations explained that value-based leadership contributes greatly to employee job satisfaction. Miller & Lee (2018) found that leadership development increases job satisfaction through strengthening relationships between individuals in the workplace. Lewis & Thomas (2020) explain that flexible leadership has a positive impact on job satisfaction levels. Research by Karim & Rehman (2021) shows that organizational culture strengthens the relationship between leadership and job satisfaction, providing significant results in an inclusive work environment. Ahmed & Nazir (2019) state that transformational leadership in organizations has a significant influence on job satisfaction, especially through employee empowerment.

Some studies have shown different results. Lundberg et al. (2017) found that in nonprofit organizations, the influence of leadership on job satisfaction is not significant due to resource limitations. Nash & Churchill (2018) explain that in hierarchical organizations, the influence of leadership on job satisfaction is reduced due to the rigid nature of the bureaucracy. Dastane (2020) found that the influence of leadership on job satisfaction is often moderated by gender factors. Choong et al. (2012) explain that career opportunities have a greater influence than leadership on job satisfaction. Clarke (2020) in his study showed that leadership in a high-stress work environment has only a minimal influence on job satisfaction.

H2: Leadership has a positive and significant influence on the job satisfaction of employees at PT Midi Utama Indonesia Tbk Samarinda Branch.

Quality of human resources to Job satisfaction

Research on the quality of human resources and their impact on job satisfaction has become a major focus in modern management studies. Smith & Johnson (2021) found that improving employee competencies through continuous training significantly increases job satisfaction. Martinez et al. (2022) explain that investment in employee skill development is positively related to higher levels of job satisfaction. Chen & Wang (2020) also identified that the high quality of human resources, characterized by adaptability and innovation, contributes significantly to job satisfaction. In addition, Anderson & Brown (2020) show that superior quality of human resources plays an important role in increasing job satisfaction through increasing operational efficiency. Nguyen & Tran (2021) found that good quality HR contributes to increased employee job satisfaction. Patel & Singh (2022) also explain that high quality of human resources is positively related to job satisfaction. Williams & Davis (2023) found that good quality of human resources contributes to increased job satisfaction. Zhao & Li (2020) also explained that high quality of human resources is positively related to job satisfaction. Ahmed & Khan (2022) found that good quality of human resources contributes to increased job satisfaction through improved organizational performance. Silva & Mendes (2023) also explain that high quality HR is positively related to job satisfaction through increased productivity.

Some studies show different results. Lee & Kim (2021) found that although the quality of human resources is high, external factors such as economic conditions and organizational culture have a more dominant role in determining job satisfaction. Garcia et al. (2023) also explain that in some industries, HR quality does not have a significant influence on job satisfaction, which is more influenced by compensation factors and the work environment. Kumar & Verma (2021) found that the quality of human resources does not have a significant influence on job satisfaction. Thompson & Green (2020) also explained that the quality of human resources does

not have a significant influence on job satisfaction among remote workers. Rodriguez & Perez (2021) found that the quality of HR does not have a significant influence on job satisfaction in the retail industry.

H3: Human resource quality has a positive and significant influence on the job satisfaction of employees at PT Midi Utama Indonesia Tbk Samarinda Branch.

Organizational culture towards Employee Performance

Research on the influence of organizational culture on performance has become a major focus in modern management studies. Smith & Johnson (2021) found that a strong and cohesive organizational culture significantly improves employee performance through increased motivation and commitment. Martinez et al. (2022) explain that an adaptive and innovative organizational culture is positively related to increased productivity and operational efficiency. Chen & Wang (2020) also identified that learning-oriented organizational cultures contribute significantly to improved individual and team performance. In addition, Anderson & Brown (2020) show that an organizational culture that supports collaboration and effective communication plays an important role in improving employee performance through increased work efficiency and effectiveness. Nguyen & Tran (2021) found that an organizational culture that focuses on quality and customer service contributes to improved employee performance in the hospitality industry. Patel & Singh (2022) also explain that an organizational culture that encourages innovation and creativity is positively related to employee performance. Williams & Davis (2023) found that an organizational culture that is oriented towards employee well-being contributes to improved employee performance. Zhao & Li (2020) also explain that an organizational culture that focuses on professional development is positively related to employee performance. Ahmed & Khan (2022) found that an inclusive and diverse organizational culture contributes to improved performance through increased creativity and innovation. Silva & Mendes (2023) also explain that organizational cultures that encourage employee participation are positively related to performance through increased engagement and commitment.

Some studies show different results. Lee & Kim (2021) found that although a strong organizational culture exists, external factors such as economic conditions and government regulations have a more dominant role in determining performance. Garcia et al. (2023) also explain that in some industries, organizational culture does not have a significant influence on performance, which is more influenced by technology and product innovation. Kumar & Verma (2021) found that organizational culture has no significant influence on employee performance, where bureaucracy and standard procedures are more dominant. Thompson & Green (2020) also explain that organizational culture does not have a significant influence on performance among remote workers, where individual autonomy is more decisive. Rodriguez & Perez (2021) found that organizational culture does not have a significant influence on performance in the retail industry, where pricing and promotion factors are more influential.

H4: Organizational culture has a positive and significant influence on the performance of employees at PT Midi Utama Indonesia Tbk Samarinda Branch.

Leadership to Employee Performance

Research on the influence of leadership on performance has shown mixed results. Smith & Johnson (2021) found that transformational leadership significantly improves team performance through increased employee motivation and commitment. Williams et al. (2022) explain that participatory leadership is positively related to employee productivity in the tech industry. In addition, Brown & Davis (2020) states that leadership that focuses on employee development contributes to improving individual and organizational performance. Similar findings were reported by Miller et al. (2021), which show that ethical leadership has a significant positive impact on employee performance through increased trust and loyalty. Garcia & Martinez (2023) also found that innovative leadership drives higher performance in tech startups. Meanwhile, Lee & Kim (2022) identified that goal-oriented leadership improves team performance in complex projects. Anderson et al. (2021) noted that leadership that supports work-life balance is positively related to employee performance. Nguyen & Tran (2023) found that leadership that encourages collaboration improves team performance. Chen et al. (2022) also explain that sustainability-focused leadership contributes to improving company performance in the long run. Finally, Kumar & Singh (2021) show that leadership that is adaptive to technological change improves employee performance.

Some studies show that the influence of leadership on performance is not always significant. Johnson & Lee (2020) found that in some organizations, leadership does not have a significant influence on employee performance, which is more influenced by individual factors. Martinez et al. (2021) explain that leadership does not directly affect performance, but through mediating variables such as job satisfaction. Davis & Brown (2022) also note that in crisis situations, the influence of leadership on performance becomes insignificant compared to external factors. Kim & Park (2023) found that in organizations with highly hierarchical structures, leadership does not have a significant influence on individual performance. Finally, Singh & Kumar (2024) explain that in

industries with strict regulations, leadership does not significantly affect performance, which is more influenced by regulatory compliance.

H5: Leadership has a positive and significant influence on the performance of employees at PT Midi Utama Indonesia Tbk Samarinda Branch.

The quality of human resources to Employee Performance

The influence of the quality of human resources (HR) on employee performance has been the main focus in various studies. Komalasari et al. (2022) found that the quality of human resources makes a significant contribution to employee performance, amounting to 53.7%. This result is strengthened by Maria et al. (2022), who explain that the quality of human resources has a positive influence on employee performance with a contribution of 78.1%. In addition, Lubis et al. (2019) stated that the quality of human resources not only affects work effectiveness, but also plays an important role in improving overall employee performance

Peryuda & Khoiri (2023) found that the quality of human resources, when combined with work motivation, has a significant impact on improving employee performance. Amanah (2019) also explained that work motivation supported by the quality of human resources has a positive influence on the performance of employees of PT. Indonesian Railway (Persero) Daop 9 Jember. Another study by Anggreiny (2019) shows that the quality of human resources, which is complemented by supporting facilities and leadership commitment, plays a significant role in supporting the preparation of local government financial statements.

Ilmiyah (2021) found that the quality of human resources, work professionalism, and commitment simultaneously contributed to employee performance at the Bancar District Office, Tuban Regency. This finding is in line with the results of Susilo's (2019) research, which explains that the quality of human resources has a significant impact on employee performance. Ilmiya (2021) stated that work professionalism supported by the quality of human resources has a positive correlation with employee performance. Another study by Komalasari et al. (2022) shows that the quality of human resources together with performance makes a positive contribution to the achievement of employee performance.

However, not all studies conclude that the quality of human resources has a significant influence on performance. Maria et al. (2022) explained that work facilities are more dominant than the quality of human resources in influencing employee performance. Similar results were also found by Lubis et al. (2019), who stated that external factors such as the work environment play a greater role in determining employee performance. Peryuda & Khoiri (2023) found that work motivation has a more significant influence on performance than the quality of human resources. In addition, Amanah (2019) explained that leadership has a greater impact than the quality of human resources on employee performance. Anggreiny (2019) concluded that the government's internal control system is more dominant in influencing the performance of SKPD than the quality of human resources.

This research shows that while HR quality is an important factor in improving employee performance, its contribution can vary depending on other supporting factors, such as work motivation, leadership, work facilities, and the external environment. This underscores the importance of a holistic approach in understanding the relationship between HR quality and employee performance.

H6: Human resource quality has a positive and significant influence on the performance of employees at PT Midi Utama Indonesia Tbk Samarinda Branch.

Job Satisfaction to Employee Performance

The influence of job satisfaction on employee performance has been the subject of in-depth research across various sectors. Diamantidis & Chatzoglou (2019) found that factors related to work and employees, including job satisfaction, significantly affect employee performance in small and medium-sized businesses. These findings are reinforced by Yuen et al. (2018), who explain that job satisfaction has a positive impact on seafarers' performance, with increased job satisfaction directly related to their performance improvements. Dhani & Sharma (2018) state that emotional intelligence, which supports job satisfaction, has a significant influence on employee performance.

Susen & Etter (2024) show that higher environmental, social, and governance (ESG) performance, which improves employee satisfaction, has a positive relationship with performance in S&P 500 companies. Park (2018) also found that a democratic workplace increases motivation and job satisfaction, which ultimately has a positive impact on employee performance. In addition, Sabatini et al. (2014) stated that cooperative companies, which tend to increase job satisfaction, show improved employee performance compared to non-cooperative companies.

Berry et al. (2013) found that participation in decision-making in the workplace can improve job satisfaction and performance, particularly among home health assistants. Castel et al. (2011) reinforce this view by stating that working in cooperatives and the social economy increases job satisfaction and job meaning, which significantly contributes to better performance. Cook (2020) revealed that digital nomad workers with

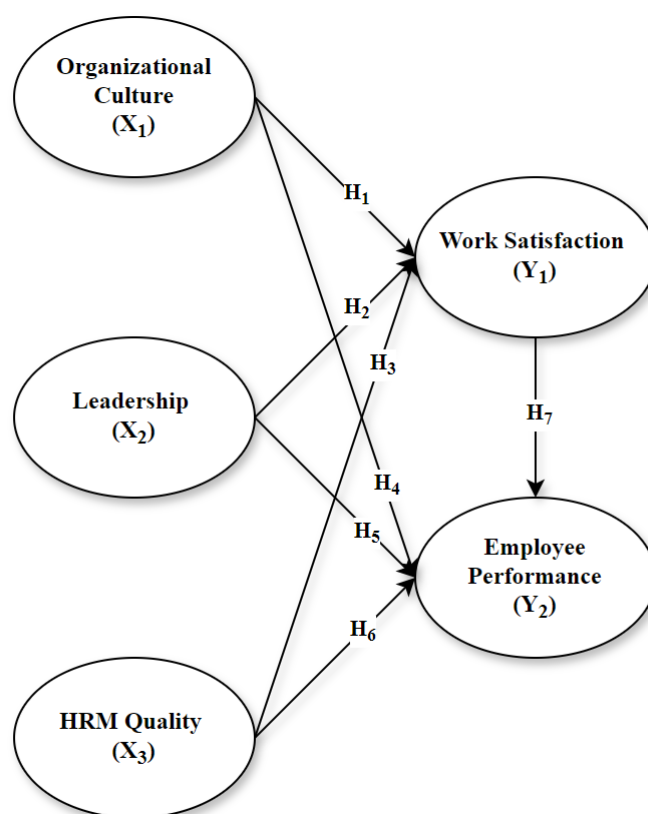
high job satisfaction show better performance thanks to greater flexibility and autonomy. Ipsen et al. (2021) also found that working from home increases job satisfaction, which is positively correlated with improved employee performance.

However, not all studies have found a significant link between job satisfaction and performance. Gajendran & Harrison (2007) explain that telecommuting has a positive effect on job satisfaction, but does not significantly affect employee performance. More recent research by Yu & Wu (2021) shows that during the pandemic, working from home increased job satisfaction, but did not have a significant impact on performance. In another study, Ozimek & Stanton (2022) stated that remote work increases job satisfaction, but its effect on performance remains insignificant. Jagadeeswari & Warriar (2024) explain that the future of work from anywhere increases job satisfaction, but does not have a significant impact on employee performance. Bloom et al. (2024) found similar results, with hybrid work schedules that increase job satisfaction, but do not directly affect performance. These studies show that while job satisfaction is often considered an important factor in improving performance, its impact can vary depending on other supporting factors.

H7: Job satisfaction has a positive and significant influence on the performance of employees at PT Midi Utama Indonesia Tbk Samarinda Branch. H8: Organizational culture has a positive and significant influence on employee performance through job satisfaction at PT Midi Utama Indonesia Tbk Samarinda Branch. H9: Leadership has a positive and significant influence on employee performance through job satisfaction at PT Midi Utama Indonesia Tbk Samarinda Branch. H10: Human resource quality has a positive and significant influence on employee performance through job satisfaction at PT Midi Utama Indonesia Tbk Samarinda Branch.

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2025

III. RESEARCH METHODOLOGY

This study employs an explanatory quantitative research approach to examine the causal relationships among organizational culture, leadership, human resource quality, job satisfaction, and employee performance at PT Midi Utama Indonesia Tbk, Samarinda Branch. The operational definitions include organizational culture, defined as shared values and practices influencing behavior; leadership, which focuses on motivation, direction,

and development; human resource quality, encompassing education, skills, training, and competence; job satisfaction, reflecting comfort and fulfillment at work; and employee performance, evaluated through ability, skills, results, and innovation. Data were collected using questionnaires with a Likert scale, observation, interviews, and literature review, with a saturated sample of 130 employees.

The data analysis technique used is Partial Least Squares (PLS), a component-based Structural Equation Modeling (SEM) method suitable for handling complex relationships and small sample sizes. This method estimates parameters through iterative processes and evaluates the measurement model using validity and reliability tests. Construct validity is assessed through convergent and discriminant validity, while reliability is tested using Cronbach's alpha and Composite Reliability, with thresholds above 0.7. The structural model is evaluated by examining R-squared values and t-statistics to test the significance of relationships between latent variables. This comprehensive methodology ensures robust and reliable results in analyzing the direct and indirect effects of the key variables on employee job satisfaction and performance.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. Multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods that can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross-loading value.

Table 1: Evaluation of Measurement Model

Variabel	Original sample estimate	AVE	CR	Cross Loading
Organizational Culture (X ₁)				
X _{1.1}	0,743	0,786	0,890	Yes
X _{1.2}	0,810			
X _{1.3}	0,864			
X _{1.4}	0,784			
X _{1.5}	0,726			
Leadership(X ₂)				
X _{2.1}	0,793	0,733	0,774	Yes
X _{2.2}	0,790			
X _{2.3}	0,599			
HRM Quality (X ₃)				
X _{3.1}	0,616	0,726	0,816	Yes
X _{3.2}	0,758			
X _{3.3}	0,735			
X _{3.4}	0,787			
Work Satisfaction (Y ₁)				
Y _{1.1}	0,570	0,595	0,814	Yes
Y _{1.2}	0,562			
Y _{1.3}	0,551			
Y _{1.4}	0,671			
Y _{1.5}	0,684			
Y _{1.6}	0,538			
Y _{1.7}	0,562			
Y _{1.8}	0,612			
Employee Performance (Y ₂)				
Y _{2.1}	0,584	0,630	0,855	Yes
Y _{2.2}	0,636			
Y _{2.3}	0,692			
Y _{2.4}	0,712			
Y _{2.5}	0,656			

Variabel	Original sample estimate	AVE	CR	Cross Loading
Y _{2.6}	0,639			
Y _{2.7}	0,548			
Y _{2.8}	0,601			
Y _{2.9}	0,587			

Source: Calculated using SmartPLS, 2025

Based on the measurement model evaluation presented in Table 1, all constructs demonstrate acceptable levels of validity and reliability. The Average Variance Extracted (AVE) values for all variables exceed the minimum threshold of 0.5, indicating good convergent validity. Composite Reliability (CR) scores also surpass the recommended level of 0.7, confirming the internal consistency of the measurement items. Each indicator displays adequate outer loading, and cross-loading values confirm discriminant validity, as all items load higher on their respective constructs than on others. These results validate that the instruments used to measure Organizational Culture, Leadership, Human Resource Management Quality, Job Satisfaction, and Employee Performance are statistically sound and suitable for further structural analysis.

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

The *t-test* was carried out to determine the significance of the direct *effects* between variables in the research model. The results of the *t-test* analysis provide *statistical T-values* and *P-values* that are used to determine whether the relationship between variables is significant. A relationship is considered significant if the *T-values* > 1.96 and the *P-values* < 0.05. The following is an explanation of the *t-test* results shown in Table 5.5:

1. The Relationship of Organizational Culture to Job Satisfaction
The *original sample* value showed a positive effect of 0.140, but the *T-statistical* value of 1.262 and the *P-values* of 0.207 showed that this relationship was not significant. This means that the organizational culture at PT Midi Utama Indonesia Tbk Samarinda Branch does not have a strong enough influence on employee job satisfaction. While organizational culture is important, these results indicate that other factors are more dominant in influencing job satisfaction.
2. The Relationship of Leadership to Job Satisfaction
This relationship had a positive effect with an *original sample* value of 0.172 and a *T-statistic* of 1.928, but a *P-value* of 0.054 indicated that this relationship was close to but not significant at the 5% level. This means that leadership has a potential role in increasing job satisfaction, but it is not strong enough to be considered significant in this study.
3. The Relationship between Human Resource Quality and Job Satisfaction
This relationship showed a significant positive effect with an *original sample* value of 0.439, a *T-statistic* of 4.840, and a *P-value* of 0.000. These results confirm that the quality of human resources contributes significantly to increasing job satisfaction at PT Midi Utama Indonesia Tbk Samarinda Branch. Employees who have good competence, skills, and education tend to feel more satisfied with their jobs.
4. The Relationship of Organizational Culture to Employee Performance
The influence of organizational culture on employee performance had an *original sample* value of 0.041, a *T-statistic* of 0.493, and a *P-value* of 0.622, which means that this relationship is not significant. These results show that organizational culture does not have a significant direct contribution to employee performance. Most likely, organizational culture influences performance more indirectly through other variables such as job satisfaction.
5. The Relationship of Leadership to Employee Performance
The relationship between leadership and employee performance had an *original sample* value of 0.082, a *T-statistic* of 1.185, and a *P-value* of 0.236, which shows that this relationship is not significant. This means that the leadership at PT Midi Utama Indonesia Tbk Samarinda Branch does not have a strong direct influence on employee performance.
6. The Relationship of Human Resource Quality to Employee Performance
This relationship showed a positive and significant influence with an *original sample* value of 0.300, a *T-statistic* of 3.365, and a *P-value* of 0.001. These results indicate that the quality of human resources

has an important role in improving employee performance. Employees' competencies, training, and skills contribute directly to their job success.

7. The Relationship of Job Satisfaction to Employee Performance

This relationship had a significant positive effect with an *original sample* value of 0.499, a *T-statistic* of 6.686, and a *P-value* of 0.000. This is the strongest relationship in this model, suggesting that employees' job satisfaction levels directly affect their performance. Satisfied employees tend to be more motivated, productive, and effective in completing their tasks.

Indirect *effects* testing aims to understand how the relationship between variables occurs through mediation variables, in this case job satisfaction. Table 5.6 shows the indirect influence of organizational culture, leadership, and the quality of human resources on employee performance through job satisfaction. A detailed explanation of these results is as follows:

1. Organizational Culture → Job Satisfaction → Employee Performance

The results of the analysis showed that the *original sample* value was 0.070, the *T-statistic* was 1.237, and the *P-values* were 0.216. This value shows that the indirect influence of organizational culture on employee performance through job satisfaction is not significant. This means that the organizational culture at PT Midi Utama Indonesia Tbk Samarinda Branch does not have a strong enough impact on employee performance if mediated by job satisfaction. While organizational culture is important, these results indicate that other factors, such as leadership or the quality of human resources, are more relevant in improving job satisfaction that impacts performance.

2. Leadership → Job Satisfaction → Employee Performance

The indirect influence of leadership on employee performance through job satisfaction has an *original sample* value of 0.086, *T-statistics* of 1.897, and *P-values* of 0.058. These results are close to significant but have not yet met the significance limit of 5% (*P-values* < 0.05). This shows that leadership at PT Midi Utama Indonesia Tbk Samarinda Branch has the potential to influence employee performance through job satisfaction, even though the contribution is not strong enough. Leaders who demonstrate integrity, professionalism, and the ability to improve employees can drive job satisfaction that ultimately improves performance, but these relationships need to be strengthened.

3. Quality of Human Resources → Job Satisfaction → Employee Performance

The results showed an *original sample* value of 0.219, a *T-statistic* of 3.622, and a *P-value* of 0.000, which showed a positive and significant indirect influence. The quality of human resources has an important role in influencing employee performance through job satisfaction. This means that employees who have a good level of education, skills, and competencies tend to feel more satisfied with their jobs, which ultimately leads to improved performance. This emphasizes that the quality of human resources is a key factor in supporting employee performance at PT Midi Utama Indonesia Tbk Samarinda Branch.

Table 2.
Bootstrapping Results

Influence Values Between Variables	Original sample	T-Statistics	P-Values
Organizational culture → of job satisfaction	0,140	1,262	0,207
Leadership → job satisfaction	0,172	1,928	0,054
Quality of human resources → job satisfaction	0,439	4,840	0,000
Employee performance → organizational culture	0,041	0,493	0,622
Employee performance → leadership	0,082	1,185	0,236
Quality of HR → employee performance	0,300	3,365	0,001
Employee performance → job satisfaction	0,499	6,686	0,000
Organizational culture → Job satisfaction → Employee performance	0,070	1,237	0,216
Leadership → Job Satisfaction → Employee Performance	0,086	1,897	0,058
HR Quality → Job Satisfaction → Employee Performance	0,219	3,622	0,000

Source: Calculated using SmartPLS, 2025

Discussion

Organizational culture towards Job satisfaction

The results of the study show that the organizational culture at PT Midi Utama Indonesia Tbk Samarinda Branch does not have a significant influence on job satisfaction. A positive score in the *original sample* indicates the correct direction of the relationship between organizational culture and job satisfaction, but the low level of significance indicates that the organizational culture in this company is not strong enough to

directly affect employee job satisfaction. This can happen because organizational culture indicators, such as *managing change*, *achieving goals*, *coordinated teamwork*, *customer orientation*, and *cultural strength*, may not be optimally implemented or have not been fully benefited by employees. One of the reasons organizational culture is insignificant to job satisfaction may be because employees feel that elements of organizational culture, such as the company's ability to manage *change*, have not fully supported them in dealing with new policies or procedural changes. If the process of adapting to change is not supported by good training or communication, employees may feel burdened rather than helped, thus lowering job satisfaction. Additionally, while companies may have clear goals (*achieving goals*), a lack of direct support for employees to achieve them can cause them to feel unfully supported by the organization's culture. This reduces the sense of satisfaction they should feel from achieving the target.

In terms of *coordinated teamwork*, if the expected coordination is not accompanied by a supportive work system or team conflicts are not managed properly, employees can feel frustrated. On the other hand, a strong *customer orientation* can add value to job satisfaction, but if it is not balanced with internal appreciation for employees' efforts in serving customers, the impact on job satisfaction becomes minimal. Finally, uneven *organizational cultural strength* in the application of company values can cause employees to feel that these values are just a formality with no real impact.

Previous research such as Tsai (2021) and Daniel (2019) emphasized the importance of innovation and collaboration in organizational culture that can improve job satisfaction. However, at PT Midi Utama Indonesia Tbk Samarinda Branch, if innovation and collaboration have not been implemented consistently or felt directly by employees, the impact on job satisfaction may be limited. Gómez et al. (2024) and Lee & Chen (2023) emphasize that organizational cultures that prioritize employee well-being have a positive impact on job satisfaction. The absence of such priorities in this company may be the cause of the results of the study showing an insignificant relationship. Instead, these insignificant results are in line with the findings of Lund (2023) and Chi et al. (2018), who stated that certain elements of organizational culture, especially in hierarchical structures, often do not have a significant impact on job satisfaction. Theoretically, these results challenge the view that organizational culture always has a significant impact on job satisfaction, as posited by Tsai (2021) and Al-Sada et al. (2017). These findings indicate that a good organizational culture requires not only strong design, but also effective implementation to be felt by employees. This supports the theory that the relationship between organizational culture and job satisfaction is contextual, depending on the actual application of those cultural values in the organization.

For PT Midi Utama Indonesia Tbk Samarinda Branch, these results show that the company needs to evaluate the implementation of organizational culture. Management needs to ensure that elements of organizational culture, such as *managing change* and *coordinated teamwork*, are implemented operationally by providing clear training and communication. In addition, companies must strengthen *cultural strength* by ensuring that the company's values are not only a slogan, but are actually implemented and felt by employees in their daily activities. Strategies such as rewarding teamwork and successfully adapting employees to change can increase the impact of organizational culture on job satisfaction. Thus, while organizational culture is important, companies need to focus on more tangible and operational implementations to increase their impact on job satisfaction. It can also support the company's efforts to create a more productive and harmonious work environment.

Leadership to Job Satisfaction

The results of the study show that leadership at PT Midi Utama Indonesia Tbk Samarinda Branch has a positive influence on job satisfaction, although this relationship is not statistically significant. This means that leadership in the company has a potential role in increasing job satisfaction, but its influence is not strong enough to have a significant impact on all employees. This indicates that leadership aspects such as *integrity*, *professionalism*, and *personnel improvement* that are implemented need to be further improved in order to have a real impact on employee job satisfaction.

Leadership is an important element in an organization, where leaders act as directors, motivators, and mentors for employees. PT Midi Utama Indonesia Tbk Samarinda Branch, this insignificant result can be caused by the suboptimal implementation of several leadership indicators. The *integrity* indicator reflects the honesty and consistency of the leader in carrying out his duties. If integrity is not applied equally by leaders, employees can lose trust in leadership. For example, if there is a discrepancy between the policies announced and the actions of the day-to-day leaders, employees may feel frustrated or confused, which can impact their job satisfaction levels. Indicators of *professionalism* include the leader's ability to handle conflicts, provide clear direction, and make fair decisions. When leaders are unable to provide appropriate direction or are not transparent in resolving conflicts, employees tend to feel ignored or unsupported. This can reduce their motivation to work optimally and reduce their sense of job satisfaction. *Personnel improvement* indicators refer to leaders' efforts to develop employee potential through training, guidance, and providing feedback. If these

efforts are not done systematically and evenly, employees may feel that the company is not paying enough attention to their personal development. As a result, they can lose a sense of loyalty and commitment to the company.

Previous research by Eliyana et al. (2019) showed that transformational leadership has a significant impact on job satisfaction by increasing employee motivation. Donkor et al. (2021) also emphasized that participatory leadership is able to increase organizational commitment, which ultimately increases employee job satisfaction. The results of this study, which are not significant, may indicate that the leadership style applied at PT Midi Utama Indonesia Tbk Samarinda Branch is not completely transformational or participatory. Osei et al. (2019) highlight that authentic leadership that builds strong interpersonal relationships can improve job satisfaction. If the leaders at PT Midi Utama Indonesia Tbk Samarinda Branch have not fully adopted this approach, then the relationship between leadership and job satisfaction becomes less pronounced. Hadi & Tentama's (2020) research also explains that *empowering leadership* has a positive impact on job satisfaction, which emphasizes the importance of employee empowerment by leaders. Lundberg et al. (2017) found that the influence of leadership on job satisfaction in nonprofits is often insignificant due to resource limitations. This is relevant if there are resource constraints or hierarchical structures at PT Midi Utama Indonesia Tbk Samarinda Branch, which may hinder the effectiveness of leadership in increasing job satisfaction. Nash & Churchill (2018) also explain that in organizations with rigid bureaucratic structures, the influence of leadership on job satisfaction is often reduced.

Theoretically, these results contribute to the understanding that leadership does have the potential to influence job satisfaction, but the effect is highly dependent on the leadership style the organization implements. These results support the findings of Eliyana et al. (2019) and Donkor et al. (2021) on the importance of participatory and transformational leadership styles. However, these findings are also in line with Lundberg et al. (2017) who suggest that organization and internal structure can be limiting factors in this relationship. From a managerial perspective, PT Midi Utama Indonesia Tbk Samarinda Branch needs to strengthen the implementation of leadership indicators to increase its impact on job satisfaction. This effort can begin by ensuring that every leader has high *integrity*, which can be achieved through leadership training and the implementation of policies that encourage transparency and honesty. In addition, improving *professionalism* in handling conflicts, providing direction, and making decisions is also important to create a harmonious and structured work environment.

Companies also need to focus on *personnel improvement* by providing more systematic training and career development programs. Leaders must be given the responsibility to ensure that every employee feels supported in developing their potential. This step will not only increase job satisfaction but also increase employee loyalty and commitment to the company. Although leadership at PT Midi Utama Indonesia Tbk Samarinda Branch shows a positive influence on job satisfaction, these results show that the application of leadership indicators such as *integrity*, *professionalism*, and *personnel improvement* needs to be strengthened to have a more significant impact. By adopting a more inclusive and empowering leadership approach, companies can create a more supportive work environment and improve employees' overall job satisfaction levels.

Quality of human resources to Job satisfaction

The results of the study show that the quality of human resources has a significant positive influence on employee job satisfaction at PT Midi Utama Indonesia Tbk Samarinda Branch. These findings confirm that aspects of education, skills, training, and competencies of employees contribute significantly to increasing their job satisfaction. Employees who feel they have abilities and skills relevant to their job tend to be more confident, motivated, and valued, which ultimately increases job satisfaction.

The quality of human resources is measured through four main indicators, namely *educated HR*, *skilled and expert HR*, *trained HR*, and *competent HR*. The *educated HR* indicator reflects the level of formal education relevant to the employee's job responsibilities. Employees who have the appropriate educational background are better able to understand and complete the tasks given, so they feel more confident and valued in the work environment. Relevant education also enhances employees' analytical and problem-solving skills, which are an important foundation in creating job satisfaction.

The *skilled and expert HR* indicator shows the technical skills and special expertise that employees have in supporting the execution of their duties. Employees who feel they have adequate skills will find it easier to complete their work with satisfactory results. This provides a sense of accomplishment and pride, which ultimately increases job satisfaction. Conversely, a lack of skills can lead to dissatisfaction as employees feel incapable of meeting the company's expectations. The *trained HR* indicator focuses on the training that employees receive to improve their competencies. The training provided by PT Midi Utama Indonesia Tbk Samarinda Branch, both in the form of technical training and personal development training, allows employees to be better prepared to face changes, both in terms of technology and policy. Employees who receive training feel valued by the organization, so their motivation and job satisfaction increase. The last indicator, *competent*

HR, reflects the ability of employees to complete work in accordance with company standards. High employee competence not only provides benefits to the company but also provides a sense of personal achievement for employees. When employees feel able to meet set standards and targets, they tend to be more satisfied with their work because they feel they are making a real contribution to the success of the organization.

These results are consistent with previous studies. Smith & Johnson (2021) mentioned that continuous training can increase employee confidence, which in turn increases their job satisfaction. Martinez et al. (2022) affirm that investment in employee skill development, including training and mentoring, contributes positively to job satisfaction. Chen & Wang (2020) found that employees with high HR quality, including the ability to adapt to change, feel more satisfied with their work because they can contribute directly to the achievement of organizational goals. Anderson & Brown's (2020) research highlights the importance of superior HR quality in improving operational efficiency, which also has a positive impact on job satisfaction. Nguyen & Tran (2021) emphasize that employees with good HR quality feel more valued and have a higher sense of accomplishment, which increases their job satisfaction. Patel & Singh (2022) and Williams & Davis (2023) also found that high quality HR directly contributes to increased job satisfaction, both through increased productivity and recognition of employee contributions. However, there are several studies that show different results. Lee & Kim (2021) found that under certain conditions, external factors such as organizational culture or economic conditions can have more influence on job satisfaction than the quality of human resources. Garcia et al. (2023) explain that in some cases, compensation and the work environment have a greater role in influencing job satisfaction. Kumar & Verma (2021) also note that the quality of HR does not always have a significant effect on job satisfaction, especially organizations with limited resources.

Theoretically, the results of this study reinforce the concept that the quality of human resources is a key element in creating job satisfaction. These findings support the theory that the quality of human resources that includes education, skills, training, and competencies are the main factors that affect employee satisfaction levels with their work. This research also provides empirical support for the view that HR training and development is an effective strategy to increase job satisfaction, as stated by Smith & Johnson (2021) and Martinez et al. (2022).

From a managerial point of view, PT Midi Utama Indonesia Tbk Samarinda Branch can take several strategic steps to improve the quality of human resources to increase employee job satisfaction. First, companies can strengthen training programs that focus on developing employees' technical and non-technical skills. By providing relevant training, employees will feel more valued and prepared for job challenges. Second, companies need to ensure that every employee has access to education that is relevant to their job responsibilities. This step can be done through a scholarship, certification, or advanced training program supported by the company. In addition, companies should also provide recognition for employees' skills and expertise through rewards or incentives, which will strengthen their motivation and job satisfaction. Third, management needs to continuously monitor and evaluate employee competencies to ensure that they continue to meet the quality standards that have been set. This evaluation can be conducted periodically through transparent performance assessments and constructive feedback. Thus, companies can create a work environment that supports employees' personal and professional growth. The quality of human resources plays a significant role in increasing employee job satisfaction at PT Midi Utama Indonesia Tbk Samarinda Branch. By ensuring that employees have relevant education, skills, training, and competencies, companies can create a work environment that supports employee productivity and well-being. The results of this study provide important insights for management to continue to invest in human resource development as part of the strategy to improve job satisfaction and overall organizational success.

Organizational culture towards Employee Performance

The results of the study show that the organizational culture at PT Midi Utama Indonesia Tbk Samarinda Branch does not have a significant influence on employee performance. While organizational culture is important in creating a supportive work environment, its implementation in the company does not seem to have a strong enough direct impact on employee performance. These results indicate that organizational culture may function more as a supporter that influences performance indirectly, for example through job satisfaction or other more relevant variables.

Organizational culture is measured through five indicators, namely *managing change*, *achieving goals*, *coordinated teamwork*, *customer orientation*, and *cultural strength*. The *management change* indicator measures a company's ability to help employees adapt to changes in new policies, technologies, or procedures. In a dynamic work environment, a company's ability to manage change is essential. However, if this adaptation process is not supported by adequate training or effective communication, employees may feel unprepared for the change, affecting their productivity. The *indicator of achieving goals* refers to the extent to which the company ensures that employees understand the work targets that must be achieved. When employees have a clear understanding of their goals, they can work more purposefully. However, if support to achieve targets is

not optimal, for example through inadequate supervision or insufficient work tools, the contribution of organizational culture to performance can be limited.

The *coordinated teamwork* indicator describes the level of cooperation among employees in completing tasks efficiently. Good teamwork allows for optimal responsibility sharing and synergy between individuals. However, if coordination in a team doesn't go smoothly due to a lack of communication or interpersonal conflict, the impact on employee performance can also be minimal. The *customer orientation* indicator assesses the extent to which the organization's culture encourages employees to provide friendly, responsive, and high-quality service to customers. PT Midi Utama Indonesia Tbk Samarinda Branch, if employees do not have the motivation to focus on customer satisfaction or do not feel supported by the company to provide the best service, the impact of this indicator on performance becomes insignificant. The *cultural strength* indicator reflects the extent to which the company's core values are consistently applied by employees. When values such as collaboration, innovation, or openness are not practiced consistently, employees can feel disoriented, resulting in an organization's cultural contribution to performance that is not optimal.

These results are in line with some research that shows that organizational culture does not always have a significant influence on employee performance, depending on the organization. Lee & Kim (2021) found that although organizational culture is strong, external factors such as economic conditions and government regulations are often more dominant in determining employee performance. Garcia et al. (2023) explain that in some industries, such as technology or retail, product innovation and marketing strategies have a greater influence on performance compared to organizational culture. Kumar & Verma (2021) show that in organizations with strong bureaucratic structures, organizational culture has a limited role in influencing employee performance, as the decision-making process is more dominated by hierarchy. Thompson & Green (2020) stated that in remote workers, individual autonomy determines productivity more than organizational culture. Rodriguez & Perez (2021) highlight that in the retail industry, pricing and promotion factors have a more significant impact on employee performance compared to organizational culture elements.

These results are different from studies that show the positive influence of organizational culture on employee performance. Smith & Johnson (2021) found that a strong organizational culture can increase employee motivation and commitment, which in turn improves performance. Anderson & Brown (2020) stated that an organizational culture that supports collaboration and effective communication contributes to increased work efficiency. Patel & Singh (2022) assert that organizational culture that encourages innovation and creativity has a positive relationship with employee performance. Theoretically, these results suggest that the relationship between organizational culture and employee performance is contextual and not always direct. Organizational culture can function more as a supporting or guiding factor that influences performance through other variables, such as job satisfaction or motivation. These findings reinforce the view that a strong organizational culture must be consistently implemented at all levels of the organization in order to have a significant impact on performance. This study also shows that organizational culture indicators such as *coordinated teamwork* and *customer orientation* require more attention, especially in the service industry such as retail.

From a managerial point of view, PT Midi Utama Indonesia Tbk Samarinda Branch needs to evaluate the implementation of organizational culture to ensure that the company's core values are truly practiced by all employees. Companies can start by strengthening internal communication programs to increase employee understanding of the importance of organizational culture. Specialized training that focuses on indicators such as *coordinated teamwork* and *managing change* can help employees understand how organizational culture can support their productivity. Additionally, companies need to ensure consistency in the implementation of organizational cultural values at all levels, including management. Regular monitoring of the implementation of the organization's culture through surveys or interviews can provide valuable insights for management to improve existing weaknesses.

The results of the study show that the organizational culture at PT Midi Utama Indonesia Tbk Samarinda Branch does not have a significant influence on employee performance. This indicates that although organizational culture is important, its influence on performance may be more indirect or contextual. By strengthening the implementation of organizational cultural values such as *coordinated teamwork* and *customer orientation*, companies can create a work environment that is more supportive of overall employee performance. This research provides important insights for management to optimize the role of organizational culture in supporting organizational productivity and success.

Leadership to Employee Performance

The results of the study show that leadership at PT Midi Utama Indonesia Tbk Samarinda Branch does not have a significant influence on employee performance. This indicates that although leadership is an important element in organizational management, its role in improving employee performance is not optimal. Operationally, this condition can be caused by the lack of implementation of effective leadership indicators,

such as *integrity*, *professionalism*, and *personnel improvement*. Additionally, it's possible that other factors, such as individual motivation, organizational culture, or job satisfaction, have a greater role in directly influencing employee performance.

Leadership is measured through three main indicators, namely *integrity*, *professionalism*, and *personnel improvement*. The *integrity* indicator describes the extent to which the leader shows honesty and consistency in carrying out his duties. Integrity is the basis for leaders to build trust with employees. However, if employees feel that such integrity is only normative without being balanced by concrete actions, their impact on performance can be weak. For example, even if leaders are perceived as honest, the absence of concrete steps to support employees in resolving work challenges can reduce their impact on performance.

The *professionalism* indicator refers to the leader's ability to handle conflicts, make the right decisions, and provide clear direction. The professionalism of the leader should create a well-organized work atmosphere. However, if the direction given is less specific or less supportive of the needs of employees in their work, such professionalism will not have a significant impact on performance. *Personnel improvement* indicators include leaders' efforts to provide training, mentoring, and feedback to help employees develop their potential. In its operations, improving the quality of human resources through training is one way to improve technical skills and employee abilities. However, if the training provided is irrelevant to the needs of the job or less focused on individual development, its effect on employee performance becomes limited.

The results of this study support the findings of Martinez et al. (2021), who explain that leadership often does not affect performance directly, but through other variables such as motivation or job satisfaction. A similar thing is expressed by Johnson & Lee (2020), who found that in some organizations, individual factors such as competence and motivation are more dominant in influencing performance than leadership. Davis & Brown (2022) note that in crisis situations, the influence of leadership on performance becomes minimal, as employees are more focused on responding to external factors. However, these results differ from studies that show a significant relationship between leadership and performance. Smith & Johnson (2021) found that transformational leadership significantly improves employee performance through increased motivation and loyalty. Williams et al. (2022) state that participatory leadership contributes to increased employee productivity by involving them in the decision-making process. Additionally, Miller et al. (2021) highlight that ethical leadership creates a supportive work environment, which ultimately improves individual performance. Research by Garcia & Martinez (2023) shows that innovative leadership drives high performance in technology-based companies. Lee & Kim (2022) found that goal-oriented leadership improves team efficiency in large projects. However, Singh & Kumar (2024) explain that in industries with strict regulations, the influence of leadership on performance becomes insignificant, as employees are more influenced by regulatory compliance.

Theoretically, these results confirm that the influence of leadership on performance is contextual and not always directly significant. Leadership may work through mediating variables such as motivation, job satisfaction, or a supportive work environment. These findings make an important contribution to the management literature, suggesting that leadership effectiveness is highly dependent on how leaders practice indicators such as *integrity*, *professionalism*, and *personnel improvement*. These results also enrich leadership theory by highlighting the need for a more flexible and contextual approach. Effective leadership is not just about providing direction, but also about understanding the specific needs of employees and their work environment.

From a managerial point of view, PT Midi Utama Indonesia Tbk Samarinda Branch needs to improve leadership effectiveness through a more focused approach to employee needs. Leaders must be more proactive in providing clear direction, setting priorities, and supporting employees through relevant training. Additionally, it is important to improve communication between leaders and employees, ensuring that feedback is provided regularly and constructively. Management can also consider adopting a participatory leadership style, in which employees are involved in the decision-making process. By giving employees the opportunity to contribute to determining the direction of the organization, they will feel more valued, which can ultimately improve their performance. In addition, leaders must ensure that *the indicators of integrity, professionalism, and personnel improvement* are applied consistently in all organizational activities.

The results of the study show that leadership at PT Midi Utama Indonesia Tbk Samarinda Branch does not have a significant direct influence on employee performance. This shows the need for improvement in leadership practices, especially in the implementation of *integrity, professionalism, and personnel improvement*. This research confirms the importance of a flexible and contextual leadership approach, and provides valuable insights for management in designing more effective leadership strategies to improve employee performance in the future.

The quality of human resources to Employee Performance

The results of this study show that the quality of human resources (HR) has a positive and significant influence on employee performance at PT Midi Utama Indonesia Tbk Samarinda Branch. These findings

confirm that the quality of human resources is one of the key factors that determine the success rate of employees in carrying out their duties and responsibilities. Employees who have competencies, skills, and training relevant to job needs are able to complete tasks with high efficiency and accuracy, thus making a significant contribution to the overall performance of the organization.

Operationally, the quality of human resources includes several main dimensions, namely *educated HR*, *skilled and expert HR*, *trained HR*, and *competent HR*. The *educated HR* indicator refers to the level of formal education that is relevant to the job. At PT Midi Utama Indonesia Tbk Samarinda Branch, employees who have formal education that suits their job needs are able to understand their tasks better, produce more effective solutions, and show more optimal performance. The *skilled and expert HR* indicator highlights the importance of technical expertise and special abilities in completing tasks. Employees who have deep skills in their fields are not only able to complete tasks with high efficiency, but are also able to provide innovations that support work processes. For example, an employee with expertise in inventory management can identify ways to optimize the logistics process, ultimately increasing productivity.

The *trained HR* indicator illustrates the importance of training in improving employee competence. Training allows employees to develop new abilities or strengthen existing skills, especially in the face of technological developments or policy changes. For example, training in new technologies can help employees adapt to the digital-based management systems implemented in the company, so they can work more efficiently. The last indicator, *competent HR*, emphasizes the ability of employees to meet the set work quality standards. Employee competencies include not only technical abilities, but also the ability to work with a high work ethic, complete tasks on time, and maintain the quality of work results.

This result occurs because the high quality of human resources creates a solid foundation for employee performance. When employees have the appropriate skills, education, and training, they are more confident in completing tasks, have a sense of accomplishment, and feel valued by the company. This is in line with motivation theory that employees will work better when they feel they have the ability to meet job expectations. However, it is possible that low quality of human resources, such as a lack of training or irrelevant education, can hinder employee performance. Employees who do not have adequate competencies will face difficulties in completing tasks, which can lead to frustration and decreased productivity. The results of this study are consistent with the findings of Komalasari et al. (2022), who found that the quality of human resources has a significant contribution to employee performance through improving work efficiency and effectiveness. Maria et al. (2022) also emphasized that the high quality of human resources has a positive influence on work productivity. Chen & Wang (2020) highlight that employees with high adaptability and innovation tend to show better performance. Anderson & Brown's (2020) research shows that good quality HR improves employee performance through increased operational efficiency. The findings of Nguyen & Tran (2021) show that the quality of good HR in the hospitality sector supports better customer service, which ultimately improves overall performance. Patel & Singh (2022) and Zhao & Li (2020) also found that the quality of HR that drives innovation and professional development has a positive impact on individual and team performance. However, some studies such as Lee & Kim (2021) show that the influence of HR quality on employee performance can be influenced by external factors such as economic conditions or organizational culture. Garcia et al. (2023) mentioned that in some industries, the quality of human resources is not always the dominant factor in determining employee performance. Thompson & Green (2020) also noted that in a remote work environment, employee performance is more influenced by individual autonomy than the quality of human resources.

Theoretically, the results of this study support the theory that the quality of human resources is one of the main determinants of employee performance. These findings provide empirical evidence that investments in human resource development, such as training and education, have a positive impact on productivity and work effectiveness. This research also reinforces the view that the quality of human resources includes not only technical aspects, but also the ability to adapt, innovate, and meet high work standards. These results also enrich the literature by highlighting the role of *educated HR*, *skilled and expert HR*, *trained HR*, and *competent HR* indicators in building optimal performance. However, the study also shows that the influence of HR quality on performance can vary depending on the organization and other external factors.

From a managerial perspective, the results of this study provide strategic guidance for PT Midi Utama Indonesia Tbk Samarinda Branch to improve employee performance through human resource development. Management must ensure that employees have access to relevant training programs to improve their competencies. These training programs may include technical training, interpersonal skill development, or adaptation training to new technologies. Management should also encourage further education for employees to ensure that they have knowledge that suits the needs of the job. Additionally, it is important for companies to conduct periodic evaluations of employees' competencies to ensure that they continue to meet set work standards. The quality of human resources has been proven to have a positive and significant influence on employee performance at PT Midi Utama Indonesia Tbk Samarinda Branch. Indicators of *educated HR*, *skilled and expert HR*, *trained HR*, and *competent HR* play an important role in building optimal employee performance.

However, companies also need to consider other supporting factors, such as work motivation, facilities, and organizational environment, to ensure that these relationships can be maximized. With a strategic approach focused on human resource development, companies can create higher employee performance, which ultimately supports the achievement of organizational goals.

Job Satisfaction to Employee Performance

The results of the study show that job satisfaction has a significant positive influence on employee performance at PT Midi Utama Indonesia Tbk Samarinda Branch. Job satisfaction is proven to be the variable that has the strongest relationship in this model. This indicates that when employees feel satisfied with various aspects of their work, such as career opportunities, supervisor support, and work-life balance, they will be more motivated, productive, and able to complete tasks better. These results provide important insights that job satisfaction management is a strategic key to improving employee performance. Operationally, job satisfaction is measured through eight indicators: *promotion opportunities*, *immediate supervision*, *appreciation and recognition for good work*, *remuneration*, *work-life balance*, *co-workers' relationship*, *nature of work*, and *managerial responsibilities*.

The *promotion opportunities* indicator reflects the extent to which employees feel they have opportunities to develop their careers in the company. When employees see a clear path to promotion, they feel valued and motivated to improve their performance. The *immediate supervision* indicator highlights the quality of relationships and support provided by direct supervisors. A boss who is able to provide clear direction and constructive feedback creates a supportive work environment and encourages optimal performance. The *appreciation and recognition for good work* indicators reflect the extent to which appreciation for the results of work is given. Recognition of achievements not only increases employees' confidence but also encourages them to continue to make their best contributions. The *remuneration* indicator highlights the adequacy of the salary and incentives received by employees. When remuneration matches the workload, employees feel valued, which has a direct impact on their motivation and productivity. The *work-life balance* indicator reflects an employee's ability to maintain a work-life balance. Employees who feel their personal lives are not interrupted by work tend to be more focused and efficient at work. The *co-workers' relationship* indicator refers to positive interpersonal relationships in the workplace. Harmonious relationships among colleagues support better collaboration, which ultimately increases team effectiveness. The *nature of work* indicator emphasizes the suitability of the job to the interests and abilities of the employee. When employees feel their work aligns with their interests and competencies, they are more motivated and motivated to do well. The *managerial responsibilities* indicator reflects the managerial responsibilities given to employees. When these responsibilities match their abilities, employees feel trusted and more committed to the organization.

A significant positive relationship between job satisfaction and employee performance can be explained by the fact that job satisfaction creates supportive emotional and psychological conditions. When employees feel satisfied with different aspects of their work, they tend to have a more positive attitude, which is reflected in higher productivity. Conversely, job dissatisfaction often causes employees to lose motivation, which negatively impacts their performance. For example, employees who feel recognized for their hard work through formal or informal rewards will feel rewarded and motivated to continue to deliver maximum results. Similarly, employees who get the full support of their superiors feel more confident in completing difficult tasks, which contributes to improved performance.

The results of this study are consistent with various previous findings. Diamantidis & Chatzoglou (2019) found that job satisfaction significantly affects employee performance in the small and medium-sized business sector. Yuen et al. (2018) explain that job satisfaction has a direct relationship with employee productivity, especially in the shipping industry. Dhani & Sharma (2018) emphasized that job satisfaction supported by emotional intelligence has a significant impact on performance.

Research by Susen & Etter (2024) states that a high level of job satisfaction, especially in good governance, has a positive impact on employee performance. Park (2018) found that a democratic workplace, where employees feel they have a voice in decision-making, increases job satisfaction and productivity. Sabatini et al. (2014) highlight that cooperative companies that support job satisfaction show improved employee performance compared to non-cooperative companies. Berry et al. (2013) and Castel et al. (2011) found that employee participation in decision-making improves their job satisfaction and performance. Cook (2020) notes that digital nomadic workers with high job satisfaction show better performance due to work flexibility. Ipsen et al. (2021) mentioned that working from home which increases job satisfaction is directly related to increased productivity. However, some studies such as Gajendran & Harrison (2007) show that although job satisfaction increases, the impact on performance can vary. Research by Yu & Wu (2021) noted that during the pandemic, although job satisfaction increased due to flexibility, its effect on performance remained insignificant. Research

by Ozimek & Stanton (2022) states that remote work increases job satisfaction, but its impact on performance is indirect.

Theoretically, these results enrich the literature showing that job satisfaction is one of the key determinants in improving employee performance. This research supports the theory that indicators such as *promotion opportunities, immediate supervision, appreciation and recognition for good work, remuneration, and work-life balance* have a direct contribution to creating better performance. By adding empirical evidence from the retail sector, the study strengthens the understanding of the importance of job satisfaction in human resource management. Practically, these results provide guidance for PT Midi Utama Indonesia Tbk Samarinda Branch to prioritize employee job satisfaction management. Companies can develop employee recognition programs, where individual and team achievements are celebrated to increase motivation and a sense of appreciation. Additionally, management can improve work-life balance by offering work flexibility or well-being support programs.

Management also needs to ensure that salary structures and career opportunities match employees' expectations. By creating a clear career development path and providing relevant responsibilities, companies can build employee trust and commitment to the organization. Relationships between colleagues can also be improved through team activities and interpersonal development programs to create a harmonious and collaborative work atmosphere. Job satisfaction has been shown to have a very significant relationship with employee performance. By utilizing indicators such as *promotion opportunities, remuneration, appreciation and recognition for good work, and work-life balance*, PT Midi Utama Indonesia Tbk Samarinda Branch can create a work environment that supports high productivity. This research emphasizes the importance of the role of management in creating job satisfaction as the main strategy to improve organizational performance.

Organizational Culture on Employee Performance through Employee Job Satisfaction

The results show that organizational culture does not have a significant influence on employee performance through job satisfaction as a mediating variable. This insignificance shows that although organizational culture remains an important element in shaping values and norms in the work environment, its implementation at PT Midi Utama Indonesia Tbk Samarinda Branch has not been able to generate a sense of satisfaction that has a strong impact on improving employee performance. This can be related to employees' perception of the organizational culture that has not been fully integrated with their needs and expectations in carrying out their daily work.

Employees may not have seen a direct link between the culture built by the company and the comfort and rewards they earn while working. The cultural values that are applied can be formalistic and have not been translated into real actions that are directly felt by employees. This situation results in the organizational culture not providing strong enough emotional or psychological motivation to increase work motivation.

High employee performance is typically driven by job satisfaction that includes aspects such as recognition, career development, and interpersonal relationships. When the organizational culture fails to create a work environment that supports these aspects, its contribution to performance through job satisfaction becomes limited. A weak organizational culture in practice is not capable of being a catalyst that strengthens employee job satisfaction.

Companies need to re-evaluate the extent to which a well-defined organizational culture is able to translate into real workplace behaviors and policies. Cultural strengthening is not only done through slogans or written rules, but through concrete examples from leaders, a fair reward system, and a work atmosphere that encourages active participation and open communication. Efforts to build a culture that is more lively, adaptive, and in accordance with employee expectations is an important step so that their role in shaping job satisfaction can be more pronounced and have an impact on improving performance.

The theory of organizational culture put forward by Schein (2010) underlines that culture is not just a set of values and norms, but must also be a real practice that is reflected in the actions of leaders, work systems, and interactions between individuals within the organization. If culture only stops at the formal or symbolic level, then its influence on psychological aspects such as job satisfaction becomes very limited. Employees may see organizational culture as something far removed from their work lives, or even feel that the culture is just a formality that doesn't directly contribute to their well-being and work comfort.

Support for these findings is also seen in the results of research by Al-Sada et al. (2017) which show that an inclusive organizational culture that is perceived by employees can increase commitment and job satisfaction. On the other hand, when culture is not internalized and does not provide room for participation or recognition, the impact on job satisfaction becomes minimal. At PT Midi Utama Indonesia Tbk Samarinda Branch, this condition indicates that the organizational culture has not been implemented evenly or is not in line with the expectations and needs of employees. Values such as collaboration, integrity, or customer orientation may have been declared by the company, but have not been realized in the form of boss behavior, work systems, or in the atmosphere of the daily work environment.

Self-job satisfaction, based on the theory of Locke (1976), is strongly influenced by employees' perceptions of the extent to which their work meets personal expectations and needs, including recognition of contributions, development opportunities, social relationships, and a balance between workload and rewards. When organizational culture is unable to create an environment that supports the achievement of these elements, then the impact of culture on satisfaction and ultimately on performance tends to be weak. Employees need emotional and psychological involvement in the organization's culture in order to feel valued and motivated to work better.

From a theoretical perspective, Herzberg's (1959) two-factor theory also explains that motivational factors such as achievement, recognition, and meaningful work have a great influence on job satisfaction. Organizational culture should be able to support the formation of these motivational factors, for example by creating a fair reward system, providing constructive feedback, and reinforcing work values that foster pride in work. When these aspects are not implemented consistently, then organizational culture cannot have a significant impact on satisfaction and performance.

The results of this study provide an important signal that organizational culture cannot stand alone as a performance driving tool if it is not supported by a managerial approach that is able to translate organizational values into concrete actions and operational policies. Employees must feel that organizational culture is not just an abstract concept, but something that is alive and present in every interaction, decision, and company policy. For example, the value of teamwork is not only emphasized in training, but is also facilitated through a collaborative work system, group incentives, and open communication forums.

It's important for companies to revisit how far the culture built reflects the real needs of employees and supports their job satisfaction. Periodic evaluations of employees' perceptions of the organization's culture can help identify areas that are not yet effective. Increasing the capacity of managers to become role models of company culture is also a crucial step. A successful culture is not only instilled from the top, but also built from the bottom up through the active involvement of employees in the company's value-setting process and policies. With this approach, organizational culture has the potential to become a stronger driving force for job satisfaction, which ultimately impacts improved employee performance.

Leadership to Employee Performance through Employee Job Satisfaction

The results show that leadership has the potential to improve employee performance through job satisfaction, although the influence is not yet strong enough to be considered significant. The leadership applied at PT Midi Utama Indonesia Tbk Samarinda Branch seems to be in a positive direction, especially in terms of integrity, professionalism, and efforts to improve employee capabilities. This leadership style can create trust, increase motivation, and provide a sense of security for employees in carrying out their duties. When employees feel that their boss is fair, supportive, and gives clear direction, there will be a feeling of being valued that contributes to comfort at work.

Leaders also play an important role in creating a work atmosphere that encourages personal and professional growth. Clarity in communication, development opportunities, and involvement in decision-making are factors that can increase job satisfaction. Leadership that accommodates individual needs and aspirations tends to result in higher loyalty, which can ultimately impact performance. However, if the leader has not fully succeeded in translating these values into real actions felt by employees, then the impact on satisfaction and performance will be less than optimal.

Companies need to strengthen the leadership role as a bridge between policies and work implementation that touch on employee welfare aspects. Leaders are not only tasked with giving direction, but also acting as facilitators and coaches of healthy working relationships. Sensitivity to the psychological and social needs of employees is essential to create a positive emotional attachment to work. With consistent and empathetic leadership, job satisfaction will increase and have a positive impact on performance. Ongoing support in the form of leadership training based on interpersonal communication and empowerment can strengthen these pathways of influence to be more effective in driving productivity.

According to Robbins and Judge (2019), leadership is the process of influencing and directing others to achieve organizational goals. An effective leader not only sets targets, but is also able to create a harmonious working relationship with his team. The theory of transformational leadership styles put forward by Bass and Avolio (1994) explains that leaders who are able to provide inspiration, individual attention, intellectual stimulation, and ideal influence are those who are most likely to create high job satisfaction. In practice in the field, this leadership style needs to be realized in real terms, for example by opening open discussion spaces, providing recognition for achievements, and providing ongoing moral and professional support.

Job satisfaction itself is seen as a very important psychological factor in determining the quality of performance. According to Herzberg's (1959) two-factor theory, job satisfaction can be increased through motivational factors such as achievement, recognition, and responsibility. Leaders have a central role in providing these opportunities. When leadership successfully builds a work environment that supports individual

growth, employees feel more motivated to make optimal contributions. Unfortunately, if this aspect of leadership is not carried out consistently, for example due to lack of direct involvement with employees or lack of open communication, then the potential for positive influence on job satisfaction is not maximized.

The results of this study are in line with the findings of Arifin (2015) who stated that leadership has a significant influence on job satisfaction, which then has an impact on improving performance. In the study, employees led by managers who were able to build emotional closeness, provide clear direction, and support employee development tended to show higher performance. This suggests that although the direct influence in this study has not yet reached significance, practically the potential of leadership in driving performance through job satisfaction remains relevant and worthy of further development.

Companies need to strengthen the leadership role by making leaders a bridge that connects company policies with the real needs of employees. Leaders should not only act as job controllers, but also as mentors, mentors, and active listeners to employees' aspirations and complaints. Adaptive and empathetic leadership creates a sense of security, trust, and reward that encourages job satisfaction. Companies are advised to develop leadership training programs that focus on communication skills, interpersonal relationship building skills, as well as team empowerment. This training can strengthen managerial ability to translate organizational values into concrete actions that support employee well-being and motivation.

Attention to leadership aspects also needs to be directed to a constructive evaluation and feedback system. Leaders must have access to sufficient information about the effectiveness of their leadership style, both from observation results and direct feedback from the work team. Thus, leadership will continue to develop dynamically and be able to adapt to the needs and characteristics of diverse employees. Organizational support for strong, empathetic leadership will pave the way for a more equitable and sustainable increase in job satisfaction, which in turn has a positive impact on the performance of individuals as well as the organization as a whole.

Quality of Human Resources to Employee Performance through Employee Job Satisfaction

The quality of human resources has been proven to have a positive and significant influence on improving employee performance through job satisfaction. Employees who have an adequate level of education, relevant technical skills, and competencies that are appropriate to their job responsibilities tend to feel more comfortable and confident in carrying out their duties. This confidence then fosters job satisfaction, as individuals feel able to meet organizational expectations and achieve personal achievements.

Employees' ability to understand tasks, complete work on time, and overcome work challenges creates a positive work experience. The experience shapes the perception that work provides value and emotional satisfaction, which further increases the intrinsic motivation to work better. Satisfied employees tend to show a higher level of commitment, loyalty to the organization, and are willing to go the extra mile in every responsibility they take.

The quality factor of human resources is also related to the readiness of individuals to face changes and adapt to work dynamics. Trained employees not only have an advantage in getting the job done, but also demonstrate mental resilience and flexibility in working with teams. This aspect supports the creation of a productive work environment that is conducive to collaboration, which ultimately impacts overall performance improvement.

Human resource development through training, further education, and the provision of learning facilities is crucial in creating a workforce that is not only technically competent, but also psychologically satisfied. Employees who feel cared for in their development will see the organization as a place that supports career growth, so they are more motivated to contribute to the maximum. This approach is a strategic foundation for organizations in creating sustainable superior performance through improving the quality and satisfaction of their human resources.

According to Robbins and Judge (2019), job satisfaction is the result of an individual's evaluation of a job that reflects the extent to which the job fulfills the important values they hold. When employees feel that they have the capacity to get the job done effectively, it encourages a feeling of pride, motivation, and emotional connection to their work. The Theory of Self-Determination by Deci and Ryan (2000) explains that humans have basic psychological needs for competence, autonomy, and connectedness. The quality of good human resources meets the competency aspect, namely the sense of ability to face work challenges, which directly increases job satisfaction and indirectly impacts higher performance.

Empirically, research conducted by Arifin (2015) found that the quality of human resources has a great contribution to job satisfaction and employee performance. Employees with adequate training show higher levels of work effectiveness and feel more valued by the company, which in turn reinforces loyalty and drive to achieve. This is strengthened by findings from Hafid et al. (2020) which reveal that HR competencies play a very important role in shaping job satisfaction because employees feel better prepared to face tasks and get opportunities to develop in the workplace.

A work environment filled with competent individuals not only improves the quality of individual work results, but also creates a work atmosphere that supports collaboration, efficiency, and innovation. Individuals who have good interpersonal skills and adaptability find it easier to build synergy in teams, resolve work conflicts, and maintain productivity in challenging situations. This is in line with the opinion of Mathis and Jackson (2011) who stated that human resource development is a long-term investment that has a direct effect on productivity and the achievement of organizational goals.

Companies that want to improve performance should not only rely on efficient work systems or advanced work tools, but also should instill a culture of comprehensive human resource development. An ongoing training program, an objective performance appraisal system, and support for continuing education will build employees' positive perception of the organization. Employees who feel valued and facilitated to grow will have high work motivation, which is reflected in the achievement of work targets and contributions to continuous improvement.

The quality of human resources is not just a representation of technical ability, but a combination of competence, work ethic, mental readiness, and enthusiasm to continue learning. Employees with these qualities are a strategic asset for the organization because they are not only able to carry out operational functions, but are also able to provide added value through initiative, innovation, and an active role in achieving the company's goals. When the quality of human resources is maintained and facilitated well, job satisfaction will naturally increase, which will ultimately lead to superior and sustainable organizational performance.

From a policy perspective, management needs to place human resource development as an integral part of the organization's strategy. The focus is not only on the right hiring, but also on the competency development and empowerment of employees at every level. Companies that build systems that value individual contributions through improved quality and job satisfaction will reap long-term benefits in the form of high productivity, employee loyalty, and a positive organizational image.

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Based on the results of the analysis, this study concludes that organizational culture does not significantly affect job satisfaction or employee performance, possibly due to stronger influences from leadership and human resource quality. Leadership demonstrates a positive yet insignificant influence on job satisfaction and performance, suggesting that leadership practices such as support and direction may not be fully optimized. On the other hand, human resource quality has a significant positive impact on both job satisfaction and employee performance, indicating that competent and well-trained employees contribute meaningfully to organizational outcomes. Job satisfaction emerges as the most significant factor influencing employee performance, highlighting the importance of recognition, support, and a positive work environment. However, organizational culture and leadership, when mediated through job satisfaction, still show limited impact on performance, implying the need for more tangible applications of values and leadership strategies. Based on these findings, several recommendations are proposed, including strengthening the implementation of organizational culture through continuous training and employee engagement, enhancing leadership effectiveness through coaching and emotional intelligence development, and investing in long-term HR development programs aligned with company goals. Furthermore, improving job satisfaction through career development opportunities, competitive compensation, and inclusive work environments should be prioritized. Future research is encouraged to explore mediating and moderating variables such as motivation, organizational commitment, and external factors to gain a deeper understanding of the dynamics between the studied variables and improve organizational performance.

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